



San Francisco Bay Area Rapid Transit District

BART Strategic Plan



Adopted 1999
Updated 2003

Introduction

In 1999 the BART Board of Directors adopted the BART Strategic Plan to guide BART into the 21st Century. In the Fall of 2001, the Board conducted a series of working sessions to review the Strategic Plan, which resulted in a renewed commitment and a more fine-tuned plan with added new focus on implementation. The renewed BART strategy is built on a clear mission and vision of our role in Bay Area transit, which you will find detailed on page 2. In brief, our aim is to provide safe, clean, reliable and customer-friendly rapid transit service, and to be both an effective leader and partner in efforts to improve seamless delivery of public transportation services. Our plan focuses on seven key issues that are central to this mission, and identifies goals in each of these areas. At the heart of the plan is a new emphasis on both internal and external collaboration to reach critical goals more quickly. The plan also includes strategic initiatives – both policies and programs – that have multiple links to these seven focus areas and are aimed at providing definitive strategies for Strategic Plan implementation.



Mission and Vision



BART's Mission

To provide safe, clean, reliable, and customer-friendly regional public transit service in order to increase mobility and accessibility, strengthen community and economic prosperity, and preserve the environment in the Bay Area.

BART's Vision Statement

To be respected as a quality regional public transportation resource and leader, with unique competence in a regional rail, indispensable to the livability and vitality of the Bay Area community.

In carrying out this vision, BART will:

- Work with our transit partners to provide seamless, safe, and reliable service to people throughout the San Francisco Bay region;
- Work together with other stakeholders to promote effective transit policies, initiatives, and service delivery across the region;
- Maximize ridership using the BART system's capacity to its fullest potential;
- Partner with the communities we serve to make investment choices and policy decisions which encourage, support, and enhance transit-oriented development and the increased use of transit;
- Be a professional, caring organization dedicated to meeting the needs of our customers and employees;
- Maintain our infrastructure and equipment in a condition that enables us to supply safe, reliable, high-quality, clean, and customer-friendly transportation;
- Know where we are, and where we are going financially, with capital and operating revenues and expenses that are balanced, predictable, stable, sustainable, and sufficient to meet our standards and goals.

Focus Areas

To attain its organizational Mission and Vision, BART is focusing on seven key focus areas with a vision and specific goals for each area. These areas are closely interrelated and our success in addressing them will have a major impact on the system's future success. The focus areas include:

The BART Customer Experience

Listening to our customers and responding to their needs for efficient, integrated transit services.

Building Partnerships for Support

Focusing on partnerships with other transit agencies to support customer-focused transit initiatives and increased transit use.

Transit Travel Demand

Maximizing transit use by encouraging off-peak and reverse commute travel and improving station access.

Land Use and Quality of Life

Partnering with local communities to integrate transit services with development, improve access, and enhance quality of life in surrounding areas.

People of BART

Providing appropriate training and development for all employees and breaking down barriers to effective teamwork.

Physical Infrastructure

Sharpening our focus on the repair, maintenance, and renovation of our system to reduce system failures and improve service and reliability.

Financial Health

Protecting the Bay Area's investment in rapid transit through long-term capital planning and strategic partnerships.

The BART Customer Experience

Vision

The transit riders and residents of the San Francisco Bay region will regard BART and its transit partners as providing seamless, safe, reliable, and customer-friendly transportation services and will consider themselves stewards of the system.

Goals

- We will continually improve customer satisfaction by maintaining performance standards and providing quality customer service.
- We will maximize regional transit access, convenience, and ease of use through effective coordination among transit providers.



Building Partnerships for Support

Vision

As an indispensable resource to the Bay Area's quality of life, BART will take a leadership role, working with diverse stakeholders to promote effective transit policies and political support for regional transit initiatives.

Goals

- BART will be viewed by stakeholders, as a credible, trustworthy steward of the system we manage and operate, focused on improving our value to the riders and the communities we serve.
- BART will encourage and consider public input as integral to sound, balanced policy development and decision-making, and make deliberate, disciplined decisions in the best interests of the people it serves.
- Residents of the Bay Area will value and take pride in BART as an integral part of their communities.
- Key elected officials, opinion leaders, and decision makers will understand and actively support transit needs and initiatives.

Transit Travel Demand

Vision

The BART system will be used to its fullest potential, maximizing transit ridership in order to enhance the Bay Area's quality of life.

Goals

- We will work to understand changing transit demand patterns and be prepared to respond to them, and we will work proactively to influence travel demand trends in the region to support transit ridership.
- We will optimize the use of existing capacity.
- We will encourage and facilitate improved access to, and from, our stations by all modes.
- BART will work to close gaps in regional rail services between major populations and employment centers and/or corridors.



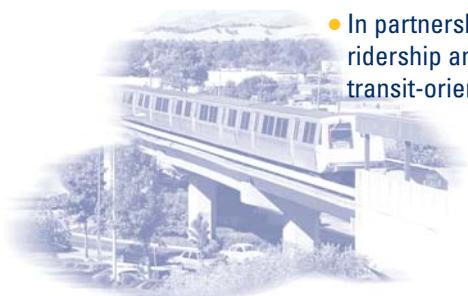
Land Use and Quality of Life

Vision

In partnership with the communities we serve, our investment choices and policy decisions will encourage, support, and enhance access to transit through development of transit-oriented communities to realize the full value of our transit investments, while maximizing the livability and vitality of those communities.

Goals

- In partnership with the communities it serves, BART properties will be used in ways that first maximize transit ridership and then balance transit-oriented development goals with community desires.
- In partnership with the communities BART serves, we will promote transit ridership and enhance the quality of life by encouraging and supporting transit-oriented development within walking distance of BART stations.



The People of BART

Vision

BART will be a professional, caring organization dedicated to meeting the needs of our customers.

Goals

- BART will create a welcoming and supportive working environment for all employees.
- BART will have an organizational culture that respects, values, and empowers employees and puts customers first. We will seek to improve working relationships within BART, and between BART, and the people and communities we serve.
- We will attract, train, retain, and provide job enrichment and career growth to a dedicated and competent workforce.



Physical Infrastructure

Vision

Our infrastructure and equipment will be maintained in a condition that enables us to supply high-quality, clean, safe, reliable, and customer-friendly transportation.

Goals

- We will make annual investments in maintenance and repair of our physical infrastructure sufficient to support safety, cleanliness, reliability, train performance, and customer usability.
- We will meet the demands of our customers and we will assure the long-term viability of BART by routinely reinvesting in our aging infrastructure to maintain its functional value.
- We will ensure that infrastructure and maintenance capacity support the planned level of service. At the same time, we will provide the infrastructure flexibility to support the planned level of service.

Financial Health

Vision

We will know where we are, and where we are going financially. Our operating and capital revenues and expenses will be balanced, predictable, sustainable, and sufficient to meet standards and goals.

Goals

- We will remain a transit service that is competitive in terms of value (i.e., quality for price) for the people we serve.
- We will maintain and improve the stability of our financial base.
- We will work with our regional transit partners to advocate for funding needed to sustain existing transit services and infrastructure reinvestment, and to pursue prudent expansion.
- Our financial choices will be guided by prudent fiscal policies and reliable, useful revenue and expense forecasts and plans.



Strategic Initiatives

BART Strategic Initiatives are both policies and programs that outline specific goals and strategies aimed at attaining the District's organization mission and vision.

The strategic initiatives include:

Policies

- System Expansion
- Access Management and Improvement
- Welfare to Work to Career
- Station Area Planning
- Sustainability
- Financial Stability

Programs

- Renovation
- Employee Development and Stewardship
- Seismic Retrofit Program
- Business Advancement Plan
- System Capacity

System Expansion

Over forty years ago, residents of the Alameda, Contra Costa and San Francisco Counties supported the creation of the BART District. Since that time, BART has become a critical component of the region's transportation system.

Today, the pressures of growth in the Bay Area continue. Accommodating this growth continues to drive further dispersal of jobs and housing. At the same time, BART and other transit systems demand a continued level of reinvestment to maintain service. Finally, financial support for BART and other transportation systems must compete with their infrastructure and social needs. It is imperative that BART, as a steward of public funding for transportation investments, continue to:

- Ensure cost-effective transportation investment decisions;
- Protect the taxpayers' investment in the District's physical infrastructure;
- Ensure the financial health and sustainability of the District; and
- Enhance the Bay Area's environment and quality of life.

GOALS:

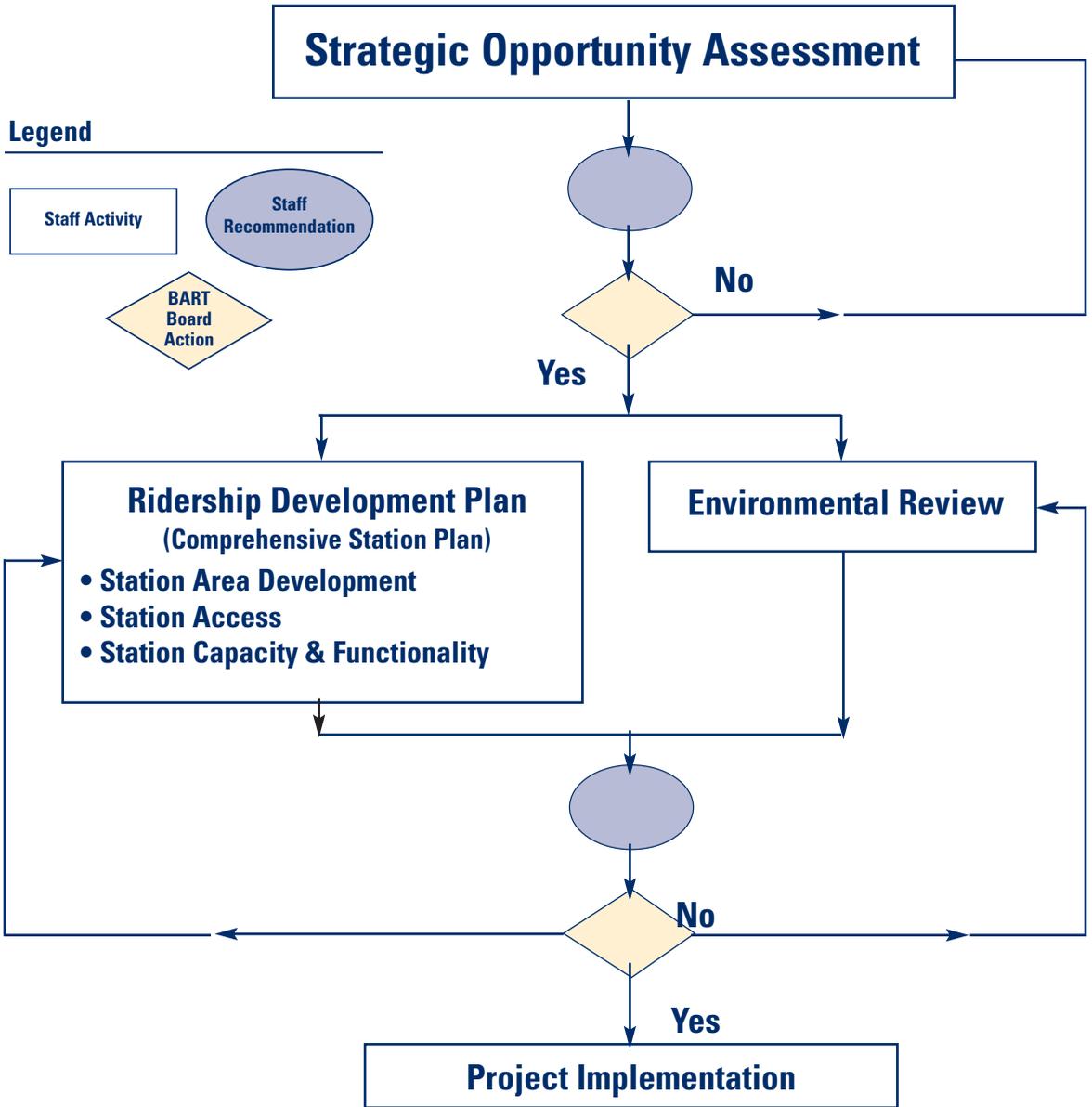
- 1 Enhance regional mobility, especially access to jobs.
- 2 Generate new ridership on a cost-effective basis.
- 3 Demonstrate a commitment to transit-supportive growth and development.
- 4 Enhance multi-modal access to the BART system.
- 5 Develop projects in partnership with communities that will be served.
- 6 Implement and operate technology-appropriate service.
- 7 Assure that all projects address the needs of the District's residents.

STRATEGIES:

PARTNERSHIP Seek partnerships with other transit agencies, local communities, and private entities to plan and implement service expansion.

TRANSIT SERVICE OPTIONS Explore new BART and other transit service options (e.g., commuter rail, light rail, quality bus), where appropriate, and possibly as an interim service.

CRITERIA AND PROCESS FOR PROJECT ADVANCEMENT Develop a process and set of criteria for evaluating expansion opportunities and create some guidelines for determining whether to advance potential projects to the next phase.



PROJECT ADVANCEMENT PROCESS

STAGE 1

Strategic Opportunity Assessment

- Initial planning assessment of transit expansion opportunities.
- Level of effort commensurate with funding availability for study.
- May include several planning efforts before project recommendation brought forward to the Board.

Project Advancement

- Staff uses study reports to evaluate a project against the criteria and decides whether to recommend a project for advancement to the next stage.
- Board considers staff recommendations and decides whether to advance project recommendation to the next stage for further study.

STAGE 2

Ridership Development Plan

- Work in partnership with local jurisdictions to develop a Memorandum of Understanding (MOU) laying out coordinated timelines for transit project Environmental Review and the Ridership Development Plan process.
- Work in partnership with local jurisdictions to achieve transit ridership thresholds by balancing transit-oriented development (TOD) and access goals with community desires; seek commitments from local jurisdictions regarding land use and access plans.

Environmental Review

- CEQA and/or NEPA environmental review process (as applicable)

Project Advancement

- Ridership Development Plan prepared concurrently with Environmental Review and brought forward to the Board.
- Staff uses both documents to evaluate project with the criteria and decides whether to recommend a project for advancement.
- Board considers staff recommendations and decides whether to advance project to the next stage.

PROJECT ADVANCEMENT CRITERIA

Transit Supportive Land Use and Access

- Existing Land Use: Residential and/or Employment
- Existing Intermodal Connections
- Land Use Plans and Policies

Ridership Development Plan

- Ridership Threshold
- Station Context

Cost-Effectiveness

- Cost per New Rider: Base Case
- Cost per New Rider: with TOD
- Cost per Transportation System User Benefit

Regional Network Connectivity

- Regional Transportation Gap Closure

System and Financial Capacity

- Core System Improvements
- Capital Finance Plan
- Operating Finance Plan

Partnerships

- Community and Stakeholder Support

Access Management and Improvement GOALS:

- 1 Enhance customer satisfaction.
- 2 Increase ridership by enhancing access to the BART system.
- 3 Create access programs in partnership with communities.
- 4 Manage access programs and parking assets in an efficient, productive, environmentally sensitive, and equitable manner.

STRATEGIES:

ACCESS GOALS Set 5- and 10-year access goals in the context of an overall program to expand the capacity of the core BART system during the next decade.

COMMUNITY PARTNERSHIPS Seek partnerships with other transit agencies, local communities, and private entities to plan and implement access programs.

SYSTEMWIDE PARKING MANAGEMENT Update parking management strategies. Offer riders new parking choices pursuant to their willingness to pay.

ACCESS IMPROVEMENTS Undertake access improvements at existing stations. Improvements would fulfill strategic objectives, such as intermodal access and transit-oriented development, and meet BART standards, such as ADA compliance, maintainability, and system consistency. Parking and other modes of access could be increased or reduced to achieve higher ridership in the context of overall station area development and access planning.

NEW PROGRAMS Develop new access programs to address system changes related to the SFO Extension.

RESOURCES Seek grants, rely on BART resources, pursue public/private partnerships, and consider parking charges and fees for services to help offset costs of new services, programs, and improvements in a cost effective manner.

Welfare to Work to Career

GOALS:

- 1 Create programs in partnership with others to effectively serve welfare to work clients.
- 2 Enhance mobility for welfare to work clients, especially access to childcare, training, and jobs.
- 3 Strive to be an employer that provides opportunities to welfare to work clients.

STRATEGIES:

PARTNERSHIPS Seek partnerships with social service agencies, employers, transit providers, and MTC to plan and implement programs and improvements that will be of particular benefit to welfare to work clients.

ACCESS Undertake access improvements consistent with the Board-approved Access Management and Improvement Policy Framework, focusing on improvements that will be of particular benefit to welfare to work clients.

TRANSIT-ORIENTED DEVELOPMENT Promote transit-oriented development (TOD) at, and within, walking distance of BART stations. TODs incorporating a variety of land uses, such as childcare, housing, neighborhood-serving retail, services, educational training opportunities, and jobs can help simplify trip-making for welfare to work clients.

EMPLOYMENT Define program to offer opportunities to welfare to work individuals for hiring and training at BART. Program may be carried out internally or externally to BART.



Station Area Planning

GOALS:

- 1 Foster compact transit-oriented and transit-serving mixed-use development of BART properties, maximize transit ridership, and balance development goals with community desires.
- 2 Promote transit ridership and enhance quality of life by encouraging and supporting transit-oriented development within walking distance of BART stations and along transit corridors that serve BART stations.
- 3 Advance transit-supportive land use policies at the local, regional, state, and federal levels.

STRATEGIES:

COMPREHENSIVE PLANNING In concert with local communities and planning partners, coordinate comprehensive planning for all BART station areas.

OUTREACH, EDUCATION, AND TECHNICAL ASSISTANCE Create a public information, education, and technical assistance program to promote transit-oriented development at, and around, transit stations.

PARTNERSHIPS AND COALITIONS Participate in partnerships and coalitions at the local, regional, state, and federal levels to plan for and implement transit-oriented development within BART station areas.

IMPLEMENTATION Provide assistance in community planning and design (e.g., charrettes or other processes, wherein planners and developers maximize community involvement to achieve desirable and livable additions to communities around BART station areas), formulation of real estate development strategy, and the removal of barriers to station area development.

ADVOCACY Promote leadership and advocate for transit-supportive land use policies and financial investments in the Bay Area at local, regional, state, and federal levels of government.



Sustainability

VISION:

Reinforce BART's essential role in regional sustainability by:

- Improving mobility for Bay Area families and businesses via public transit;
- Increasing public safety and comfort while decreasing air pollution and road congestion;
- Encouraging the region's smart growth via efficient multimodal transportation networking;
- Preserving the natural beauty and character of the region.

Promote the Bay Area's social and environmental quality of life by:

- Increasing the quality, value, and accessibility of BART's service to the riding public of all sectors of the Bay Area communities;
- Providing reliable and comfortable transit options and livable transit corridors to increase the development of affordable housing, cultural, and business facilities.

Maintain the Bay Area's long-term economic prosperity and entrepreneurial spirit by:

- Enhancing the life-cycle value of BART's physical infrastructure and operations for conserving natural resources and protecting public investment;
- Creating more business opportunities for all Bay Area entrepreneurs.

Become a model to other transit agencies in optimizing resource efficiency, environmental preservation, transit service quality, and cost effectiveness.

GOALS:

- 1 Promote sustainable, transit-oriented development in the communities BART serves to maximize the use of BART as the primary mode of transportation.
- 2 Enhance the use of resource-efficient and environmentally-friendly access modes (e.g. bikes, walking, etc.), and other sustainable features at BART's new and existing stations.
- 3 Integrate sustainability principles and practices including multimodal access into the planning, design, and construction of new BART stations and related facilities.
- 4 Effectively incorporate proven sustainable materials, methods and technologies into BART's Facilities Standard to increase life-cycle value including reduction of energy and resource use, and to enhance the health and comfort of BART employees and customers.
- 5 Apply sustainable techniques and procedures into BART's maintenance projects and operations in a cost-effective manner.
- 6 Develop procurement strategies that incorporate sustainability criteria compatible with federal and state non-discrimination requirements.

STRATEGIES:

PARTNERSHIPS Partner with Federal agencies and other organizations to formulate and maintain BART's sustainability practice standards and measurements.

INDUSTRY STANDARDS Strategically adopt applicable provisions of industry standards and technical manuals of sustainable practices, such as applying the Leadership in Energy and Environmental Design Guidelines for creating healthier work places for employees, by providing better indoor environment.

LOCAL REQUIREMENTS Incorporate local sustainability requirements based on appropriateness.

LEADERSHIP PROGRAM Identify, execute, and monitor leadership projects and facilities for BART's sustainable programs.

SUSTAINABILITY PRACTICE STANDARDS Develop, maintain, and implement BART's sustainability standards.

BENCHMARKS Establish benchmarks to measure the progress and performance of BART's sustainability practice.

Financial Stability

Adopted March 27, 2003

Implementation Plan To Be Developed

The San Francisco Bay Area Rapid Transit District has an important responsibility to its riders and the citizens of the Bay Area to wisely manage the District's finances in both the short and long term. In times of economic change and uncertainty, it is especially important for the District to make sure its ability to deliver service rests on a strong and stable financial foundation. To this end, the following are the District's financial stability goals and strategies for achieving those goals.

GOALS:

- 1 Maintain an operating and capital financial base that is sufficient to deliver safe, quality service efficiently and cost-effectively to meet the level of demand.
- 2 Continuously improve productivity.
- 3 Preserve and maximize BART's fare revenue base, through a predictable pattern of adjustments, while retaining ridership.
- 4 Provide a fare and fee structure that is tied to the cost of providing service, optimizes use of the BART system, and provides BART customers with convenience, ease of use, and a good value for the money.
- 5 Establish and maintain prudent reserves sufficient to ensure that the District can adjust to economic downturns.
- 6 Maintain the highest possible credit rating and reputation for prudent financial management.

STRATEGIES:

OPERATING EXPENSES

- Adjust operating expenses as needed to reflect changes in service demand, technology, and productivity.
- Endeavor to keep growth in rail operating expenses (as measured by a rolling average of growth in rail operating cost per passenger mile) at or below the rate of inflation by:
 - Implementing technology and productivity advancements designed to reduce or avoid increasing operational costs.
 - Exploring appropriate partnerships with public agencies, private entities and BART's represented work force to achieve greater efficiency, effectiveness, and increased ridership.
 - Working to increase and optimize ridership on the BART system through partnerships that foster transit oriented development and improve access to the BART system.
- Regularly review productivity improvement programs and results as part of the annual budget process.



CAPITOL INVESTMENT

- Pursue grant funding for BART capital projects pursuant to priorities as addressed in the Capital Improvement Program.
- Adopt an annual budget that includes an allocation to capital programs adequate to meet annual baseline reinvestment needs for programs which are essential to ensure system performance but not likely to receive grant funds. Such funding should also be available for local match to grants and for unforeseen needs and emergencies.
- Use debt financing prudently to leverage local, regional, state, and federal funding for major cyclical capital investments such as transit vehicle, escalator and elevator, fare collection equipment, and train control renovation and replacement.

FARES AND OTHER REVENUES

- To the extent revenue increases are needed as one part of a program to preserve BART's revenue base and financial stability, tie passenger revenue increases to service costs and system needs with particular consideration to:
 - Aligning fares with CPI-based cost growth.
 - Small regular fare increases tied to CPI-based cost increases or other major cost factors and to factors such as significant change in other revenues and productivity.
 - Small surcharges tied to capital needs such as rehabilitation or seismic retrofit.
 - A peak premium, at some point in the future when ridership is growing, tied to the need to optimize off-peak system use and to fund core system capacity improvements.
- Increase customer satisfaction, when economically and technologically feasible, by giving consideration to:
 - Increasing discounts for high-value tickets to mitigate the impact of fare increases on regular BART riders.
 - Developing new interoperator and interagency partnerships to increase transit access.
 - Developing innovative partnership programs with major employers, educational institutions, and other rider generators.
 - Using time-limited passes to market BART for special events, weekends, and families, evaluating the impact on ridership of each pass program.
- Increase revenue from other sources such as parking, advertising, concessions, and joint development while meeting customer needs and providing safe, reliable service.

RESERVE FOR ECONOMIC UNCERTAINTY

- Maintain a prudent reserve to be used in times of significant revenue decline to preserve the District's ongoing ability to deliver safe and reliable service to the customer and to reinvest in capital.
- Adopt a Short Range Transit Plan that builds the reserve to at least 5% of total annual operating expenses by funding regular contributions to the reserve.

Renovation

GOALS:

- 1 Protect BART's core system investment by ensuring that capital expenditures support reinvestment cycles and needs.
- 2 Complete the District's 10-year renovation program, initiated in 1995, with focus on the A & B car renovation, AFC renovation, elevators and escalators, and the first phase of train-control replacement.
- 3 Initiate a second 10-year renovation program focused on a second phase of train-control replacement and C1 car replacement.

PROGRAM ELEMENTS:

- A & B Car Renovation
- AFC/TransLink
- Escalator/Elevator Overhaul
- Advanced Automatic Train Control (AATC)
- Shops Program
- 30-Year Reinvestment Study
- Second 10-Year Renovation Program





Employee Development & Stewardship

GOALS:

- 1 Develop core leadership competencies to build and sustain high performance.
- 2 Develop an organization and culture that fosters stewardship, customer focus, continuous improvement, teamwork, pride, and sense of community.
- 3 Promote effective communications and positive relationships.
- 4 Develop systems and processes that encourage partnerships and collaboration.
- 5 Appreciate and recognize self development, contribution, and accomplishment.
- 6 Strengthen the organization by learning about each other's jobs and how employee performance is linked directly to the budget and goals of the organization.

PROGRAM ELEMENTS:

- Leadership and Personal Development Programs
- Conflict and Stress Management Workshops
- Employee Suggestion Program
- Communications Training
- Partnering, Symposiums, and Process Mapping
- Succession Planning
- Employee Communications
- Station Stewardship Program (SSP)
- Personal Effectiveness Workshops



Seismic Retrofit Program

GOALS:

- 1 Bring the core system up to current seismic safety standards and achieve an operability goal that would enable the system to return to operations shortly after an earthquake event.

PROGRAM ELEMENTS:

- Seismic Vulnerability Study
- Caltrans Local Seismic Safety Retrofit Program
- Program Implementation
- Funding

Business Advancement Plan

GOALS:

- 1 Support BART's modernization process by installing new business systems by the year 2010.

PROGRAM ELEMENTS:

- Business Advancement Plan
- Logistics & Inventory Management Master Plan

System Capacity

GOALS:

- 1 Create the capacity for the BART core system to carry 500,000 average weekday riders by 2025.

PROGRAM ELEMENTS:

- System Capacity Study (SCS)
 - Line Capacity Expansion
 - Station Capacity Expansion
- San Jose Extension Capacity Impacts
- Advanced Automatic Train Control (AATC)
- Shop Expansions
- Automatic Fare Collection (AFC) Expansion
- Track Improvement Projects
- New Revenue Vehicle Design
- New Vehicle Procurement

BART System Map

